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Approved For Release 2004/12/22 : CIA-RDP83M00171R001500160003-2  
12 July 1979

MEMORANDUM FOR: Deputy to the DCI for  
Collection Tasking

FROM: [REDACTED]  
Director, HUMINT Tasking Office

SUBJECT: Evaluation of HUMINT Reporting/Request for  
Approval of Contract for Specialist Services

1. Action Required: This memorandum contains two recommendations for your approval in paragraph 5.

2. Background:

On 25 June 1979, the DCI approved a four-month experimental project for developing a teamwork approach to evaluating HUMINT as an integral part of the National HUMINT Tasking System (NHTS). Specifically, the project is designed to prepare and test assessment methodology and procedures by addressing HUMINT reporting [REDACTED] entral to preparing the methodology for this project is the input proposed in the attached letter from [REDACTED] Inc., management system consultants. He has long been the principal instructor on "Effectiveness Assessment in Government" for the Civil Service Commission. Over the past year [REDACTED] conducted three introductory seminars under the Center for Intelligence Studies for officers concerned with HUMINT reporting assessment in the key collecting agencies and received preliminary briefings from them on their assessment efforts.

3. The Problem:

In his budget guidance for FY 81-85, the DCI has stated that program managers must support those collection activities which consistently yield the greatest value toward satisfaction of customer needs, as expressed generally through the NITs. The evaluation of HUMINT must be approached carefully; but there should be no delay in starting to move systematically beyond the quality measurement that now prevails toward sound assessment of efficiency and cost effectiveness. Such progress was called for specifically in the recent report on HUMINT done by James Bush of the HPSCI Staff. HUMINT Tasking Plans provide a vehicle heretofore missing for the measurement of HUMINT reporting output against specifically assigned national-level objectives. Determining the effects and results of that reporting in terms of actual or imputed values is a further step by which the DCI's budget guidance would be met. To do this the assessment officers concerned will need to benefit fully from the experience of others. Much pertinent experience lies outside the Intelligence Community.

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4. Proposal:

X1 We propose to arrange through independent contract for the services [ ] to obtain the following:

- a. A study of pertinent evaluation methods, techniques, tools and efforts outside and inside the Intelligence Community and their successes and failures with reference to the Community's needs for HUMINT reporting evaluation.
- b. Recommendations for improvement in existing Community evaluation efforts and application of them to the reporting on SALT and Soviet strategic capabilities, which is addressed in the project.
- c. Guidance in applying new methodology to evaluating the HUMINT reporting under this project and participation in a formal presentation of the results to the DCI, D/DIA, and others concerned with sound, continuous assessment as an integral part of the NHTS.

5. Recommendation:

It is recommended that the sum of \$20,000 be approved for this project, to be used as follows:

- a. A lump sum payment to [ ] under direct contract for his services as outlined above and as specified in his letter of 26 June 1979. The amount for his services is not to exceed \$19,050.20. Payment is to be made in three installments as the above services are completed.
- b. The balance, of approximately \$1,000, to be used for TDY travel of officers assisting HTO. This would take them to selected military project managers and other ultimate users of certain reporting to obtain hard evidence of dollar value impact.

25X1

6. Comment:

X1 HTO has available to it the facilities and staff services required to support [ ] input to this project. The Center for Intelligence Studies will provide office space and facilities, and HTO and DIA/DC-4 will provide manpower support. The total number of staff days for this purpose is estimated not to exceed 25, over the course of the four-month project.

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The proposed contractor has been carefully assessed by HTO for more than half a year. His potential contribution to development of the HUMINT assessment system required under NHTS is seen to be unique. The attached record of the contracting done by [redacted] Inc. shows close acquaintance with the assessment efforts of many government and private organizations. [redacted] reputation as a management consultant is such that he should gain ready access to those organizations and others in Washington and New York to obtain the information on past and present experience in assessment that is required for the success of the project proposed here.

[redacted] ability to interpolate this experience for intelligence assessment purposes stems from direct involvement in intelligence as a U.S. Army reservist. He had security clearance then and obtained it again from CIA in December 1978 for conducting the seminar series mentioned above. For that series he was under contract to the Center for Intelligence Studies.

Attachments:

Letter of 26 June 1979 from [redacted] proposing contract for developing evaluation methods and techniques.

Description of past contracts carried out by [redacted]

APPROVED:

[redacted] Deputy to the DCI for Collection Tasking

14 Jul 79  
Date

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**REMARKS**

2-374 I thought this might interest you.

A- As this develops, I would like to be kept informed. (A)

JV

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FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
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HUMINT Assessment in Support of National Tasking

An assessment system has been designed to provide HUMINT tasking with continuous input for modification of collection objectives and retasking. The system is based on existing methodology and has been refined through the experimental project approved by the DCI on 25 June 1979. It consists of a semi-centralized approach to assessment that complements the interagency character of the National HUMINT Tasking System.

A core group of three officers in the HUMINT Tasking Office (HTO) will assess the reporting response to national tasking by tracking the reporting back to the individual collection assignments under the Tasking Plans and through consumer feedback on the use and effect of the reporting in intelligence production and direct policy support. <sup>①</sup> Reports will be monitored through keywords that relate them to the various objectives assigned in the Tasking Plans. NFAC/CRES will assist in following the flow and counter-flow of amplifying requirements and responsive reporting.

<sup>②</sup> For consumer feedback on the use and effect of the reporting, HTO will draw upon the results of interviewing conducted by the collectors' evaluation components. The Evaluation and Program Design Staff of the Directorate of Operations (DO) provides the basic model. The soundness of this model was confirmed in the course of surveying carried out by an HTO contract consultant.

State, CIA, DIA

Under the HUMINT Assessment System, HTO will interface closely with the three major collectors to ensure that assessment results are reliable, that interviewing of consumers moves beyond measuring the quality of the reporting into efficiency and effectiveness assessment, and that the amount of interviewing does not overtax consumers.

X1

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The semi-centralized approach of the HUMINT Assessment System is designed to make optimum use of the manpower involved. In addition to the manhours expended by the assessment officers, there is an additional commitment of manhours by the consumers who are interviewed. This substantial total commitment results, however, in feedback of consumer assessment into the HUMINT collection process at four levels.

- A. National tasking (and input to RMS).
- B. Individual organization planning and programming (MBO/ZBB).
- C. Collection guidance and control (at desk level).
- D. Quality control of reporting in the field.

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